



MDT Research Process Evaluation Proposal Change 1

Proposal by:

Dr. Paul Polzin and John Baldrige
Bureau of Business and Economic Research
The University of Montana

Submitted to:

Susan C. Sillick
Manager, Research Programs
Montana Department of Transportation
2701 Prospect Avenue
P.O. Box 201001
Helena, MT 59620-1001

August 15, 2005

**BUREAU OF
BUSINESS
AND ECONOMIC
RESEARCH**

The University of Montana
Bureau of Business and Economic Research
32 Campus Drive, #6840
Missoula, MT 59812-6840



The University of
Montana

Introduction

The Montana Department of Transportation needs information about the research solicitation, prioritization, and selection process used by peer Departments of Transportation from around the United States. Obtaining this information is an important step in the MDT's process of maintaining and improving the quality of its research process. Bureau of Business and Economic Research (BBER) at The University of Montana-Missoula proposes reviewing the web sites and hard copy publications of MDT's peer research organizations, conducting a web-based survey with key research staff in MDT's peer organizations, conducting in-depth interviews with selected key informants from MDT's peer organizations, and conducting in-depth interviews with selected key informants from within MDT to gather this information. The proposal is divided into twelve sections:

1. Study Design
2. Web Site Review
3. Web Questionnaire Development
4. Web Survey Sampling
5. Web Survey Administration
6. Web Data Set Preparation and Reporting
7. Key Informant Interviews
8. Bureau Personnel
9. Deliverables
10. Schedule
11. Budget
12. Study Team Resumes

Study Design

The Bureau recommends conducting this study in four phases (see the table below). In Phase 1, BBER will review the World-Wide Web sites of MDT's peer research organizations and request hard copies of selected documents from those organizations. The data from Phase 1 will be used to inform the design of data collection instruments for the next phases of data collection. Phase 2 will focus on gathering data from individuals who are involved in research programs within MDT's peer organizations. The data will be gathered by conducting a World-Wide Web (WWW) based survey of state department of transportation agencies around the United States to learn about the structure and procedures of their research programs, the successful components of their programs, and aspects that they might wish to change. In Phase 3 in-depth, key informant interviews will be conducted with representatives from MDT's peer research organizations. The key informants will be selected by choosing those who appear to be implementing the most innovative or effective programs upon review of the web site data and the web survey data. Key actors within MDT will also be interviewed during Phase 3. In Phase 4, all of the data will be analyzed and a final report will be issued.

| <u>Time Period</u> | <u>Focus</u> | <u>Method</u> |
|--------------------|---|----------------------------|
| Phase 1 | State transportation research methods | World-Wide Web site review |
| Phase 2 | State transportation research professionals | World-Wide Web Surveys |
| Phase 3 | State transportation research professionals | Key informant interviews |
| Phase 4 | Data from previous phases | Analysis and reporting |

Web Site Review

BBER's Director of Community Research, Daphne Herling, will supervise the effort to systematically review the research solicitation, prioritization, and selection processes used by MDT peer Departments of Transportation from around the United States by observing their Web sites. Ms. Herling will coordinate closely with Sue Sillick of MDT to determine the target characteristics and classification schemes for each characteristic. The work product for the web site review will be a database that classifies each state by the research processes they use and that identifies processes that might be particularly innovative or effective. BBER will also review MDT's research processes. This review will occur concurrently with the web site review.

Web Questionnaire Development

The Bureau will design the web questionnaire in coordination with MDT. The questionnaire will include items designed to meet the research needs of MDT, and will focus on aspects of most interest to MDT. BBER will use an iterative process to design the questionnaire. BBER suggests that MDT review each draft and direct changes as needed. The WWW questionnaire will undergo expert usability testing; upon approval from MDT it will be considered ready for fielding. MDT will be the final approval authority for the questionnaire.

Web Survey Sampling

There will be no sampling for this study in the sense that no random selection of respondents will take place. Rather, respondents will be selected from lists provided to BBER by MDT. In terms of estimates produced from the data gathered, there will be no sampling error associated with this study. While this study method provides the advantage of having no sampling error, it is, like most other data gathering efforts with human respondents, subject to possible problems associated with non-response. BBER's efforts to maximize response rates will be described in the Survey Administration section below.

Web Survey Administration

The WWW questionnaire will be administered using the dedicated, secure, WWW computer server at BBER. BBER's computer programming professionals have extensive experience conducting WWW surveys with named persons in Montana and through the United States. State transportation professionals will receive a unique login and password to make sure that no unauthorized completions take place. Non-respondents will be prompted up to three additional times to maximize survey participation.

BBER will document case status in a manner that allows calculation and reporting of a unit response rate for each data collection effort using the American Association for Public Opinion Research (2004) standard definition (RR3):¹

$$RR3 = \frac{I}{(I + P) + (R + NC + O) + e(UH + UO)}$$

I = Complete interview

¹ American Association for Public Opinion Research. 2004. *Standard Definitions: Final Dispositions of Case Codes and Outcome Rates for Surveys*. 3rd edition. Lexana, Kansas: AAPOR. p. 29.

P = Partial interview
R = Refusal and break-off
NC = Non-contact
O = Other
UH = Unknown if household/occupied housing unit
UO = Unknown, other
e = Estimated proportion of cases of unknown eligibility that are eligible

Web Data Set Preparation and Reporting

Following collection the web survey data will be inspected and appropriate data labels will be added. Composite variables and flags will also be added to the data set to facilitate analysis. BBER will produce a database of responses according to specifications developed in cooperation with MDT. The Bureau will deliver the electronic data set in Excel.

Key Informant Interviews

BBER will conduct no more than ten in-depth interviews with key informants from outside Departments of Transportation. Key informant interviews are typically longer and more wide-ranging than typical telephone survey interviews. They are taped and transcripts of each interview are produced. This interview format works particularly well with professionals and gives the interviewer the flexibility to follow a lead to its conclusion. The interviews with out-of-state informants will be conducted by telephone. The key informants will be representatives of the research section of MDT's peer transportation departments. They will be selected using the web-site review and web survey data to target states that appear to be implementing particularly innovative or effective processes. The list of participants and contact information for the key informant interviews will be developed with input from MDT. The final list will be submitted to MDT for approval. Ms. Daphne Herling will develop the interview question guide and will conduct the key informant interviews. The question guide will be developed using the data gathered in the previous collection efforts. MDT will be the final approval authority for the question guide.

Ms. Herling will also conduct a limited number (up to five) of key informant interviews with MDT personnel. BBER will coordinate closely with MDT to develop the list of MDT respondents and the topics to be examined by the question guide.

Bureau Personnel

Paul E. Polzin, Director of the Bureau of Business and Economic Research, is the Administrator for this project. Since the early 1980's Dr. Polzin has led the Bureau in conducting survey research and producing forecasts of Montana's economy for the Governor's office and the Montana Legislature. Dr. Polzin will supervise all aspects of administration, data collection, analysis, and reporting on this project. Dr. Polzin is a Professor in the School of Business Administration at The University of Montana.

John Baldrige is BBER's Director of Survey Development. Mr. Baldrige has an extensive background in survey research. His experiences were gained as an independent contractor in Montana and while in the employ of the University of Chicago's National Opinion Research Center, the nation's foremost non-profit, academically-based, survey research center. Mr. Baldrige is a member of the American Association for Public Opinion Research. On this project Mr. Baldrige will:

- Develop and test the WWW questionnaire,
- Assist in data set preparation, and

- Produce the final report and summary of research methods.

Daphne Herling is the Bureau's Director of Community Research. Ms. Herling has a broad background in qualitative data gathering, including focus group and key informant interviews. Ms. Herling is a proven project manager, her highly developed interpersonal and communications skills will be a valuable asset on this project. Ms. Herling will:

- Supervise the review of peer organization web sites and summarize the results,
- Develop the key informant question guide and conduct the interviews,
- Produce the final report in conjunction with Mr. Baldridge.

Deliverables

1. Phase Progress Reports. BBER will submit a brief progress report one week after the completion of each phase.
2. Draft Report and Methods Summary. The report will include a description of the data collected and major findings, a copy of the questionnaire/ question guides used, Gallup Tables of the survey results, and a description of the analytical processes used.
3. Final Report and Methods Summary. The final report will incorporate changes or additions requested by MDT as appropriate.
4. Data Set. The Bureau will produce and deliver to MDT a data set that will be available after completion of the final report. The data set will be in an electronic format specified by MDT.

Schedule

The total time required to complete this project is approximately 26 weeks. BBER will be available to start this project on November 1, 2005. A specific description of the time required for each work element is found below:

Phase 1. Phase 1 will require four weeks including determining the research needs of MDT, reviewing the web sites, and constructing the database. A review of MDT's research processes will also occur in this phase.

Phase 2. Phase 2 will require 6-8 weeks, including questionnaire development, obtaining of a list of state transportation professionals, and data collection with up to five contacts of non-respondents.

Phase 3. Phase 3 will occur immediately after the conclusion of Phase 1 and will require 7-9 weeks. The time required for this phase of the study includes question guide development, key informant recruitment, interviewing, and transcript production.

Phase 4. Phase 3 will require five weeks including delivery of the draft report, MDT review, and incorporating final edits as required.

| | | | | Evaluation of MDT Research Process | |
|----------------------------------|--|--|--|---|---------------|
| | | | | Draft Budget | |
| | | | | August 15, 2005 | |
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| Personal Services | | | | | |
| Wages and Salaries | | | | | |
| | | | Survey Development Director (3,100/mo) | | 3,100 |
| | | | Community Research Director (4,100/mo) | | 8,200 |
| | | | Computer Programmer (3,200/mo) | | 1,600 |
| | | | Research Assistant | | 2,500 |
| | | | Total Wages and Salaries | | 15,400 |
| Employee Benefits | | | | | |
| | | | Survey Directors (30.5% + 506/mo) | | 1,452 |
| | | | Community Research Director (30.5% + 506/mo) | | 3,513 |
| | | | Computer Programmer (30.5% + 506/mo) | | 741 |
| | | | Research Assistant | | 250 |
| | | | Total Employee Benefits | | 5,956 |
| TOTAL PERSONAL SERVICES | | | | | 21,356 |
| Operating Expenses | | | | | |
| | | | Supplies/Printing | | 250 |
| | | | Postage | | 25 |
| | | | Travel | | 220 |
| | | | Transcription | | 1,000 |
| | | | Communication (includes fixed phone charge) | | 500 |
| TOTAL OPERATING EXPENSES | | | | | 1,995 |
| TOTAL DIRECT COSTS | | | | | 23,351 |
| UM CENTRAL ADMINISTRATION | | | | | |
| | | | INDIRECT COSTS (0% of TDC) | | 0 |
| TOTAL | | | | | 23,351 |

All budgets are subject to the approval of University of Montana Research Administration.

Study Team Resumes

PAUL ELMER POLZIN

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Missoula, MT 59802
(406) 721-7450

Bureau of Business and Economic Research
University of Montana
Missoula, MT 59812
(406) 243-5113

Fields of Specialization: Regional Economics, Applied Econometrics, Economic Theory

EDUCATION

DEGREES: Ph.D. in Economics, Michigan State University, 1968
M.A. in Economics, Michigan State University, 1968
B.A. in Economics, University of Michigan, 1964

EXPERIENCE

| | |
|---|-----------------|
| University of Montana: Director, Bureau of Business and Economic Research | 1988 to Present |
| University of Montana: Research Associate, Bureau of Business and Economic Research | 1968-1988 |
| University of Montana: Director of Economic Forecasting, Bureau of Business and Economic Research | 1983-1988 |
| University of Montana: Professor of Management | 1977 to Present |
| Montana Department of Natural Resources, Division of Forestry: Consulting Economist | 1977-1980 |
| University of Montana: Associate Professor of Management | 1973-1977 |
| U.S. Forest Service: Consulting Research Economist | 1972-1978 |
| University of Montana: Assistant Professor of Management | 1971-1973 |
| University of Montana: Assistant Professor of Economics | 1968-1970 |
| Michigan State University: Graduate Assistant and Assistant Instructor of Economics | 1965-1968 |

PEER REVIEWED PUBLICATIONS

"Misperceptions About Forests and Wood Products: A Statewide Survey in Montana," **Forest Products Journal**, September 1999.

"Spatial Distribution of Wood Products Industries," **Journal of Forestry**, May 1994.

"Timber Vital to Economic Well-Being," **Forum for Applied Research and Public Policy**, Fall 1992.

"The Verification Process and Regional Sciences," **The Annals of Regional Science**, January 1990.

"Forecasting Accuracy and Structural Stability of the Economic Base Model," **The Review of Regional Studies**, Spring 1988 (with Kent Connaughton, Con H Schallau, and James T. Sylvester).

"Trends in the Wood and Paper Products Industry: Their Impact on the Pacific Northwest Economy," **Journal of Forestry**, November 1987 (with Charles E. Keegan III).

"The Specification of Price in Studies of Consumer Demand under Block price Scheduling: Additional Reply," **Land Economics**, August 1986.

"Tests of the Economic Base Model of Growth for a Timber Dependent Region," **Forest Science**, August 1985 (with Kent Connaughton and Con H Schallau).

"The Specification of Price in Studies of Consumer Demand under Block Price Scheduling: Reply," **Land Economics**, August 1985.

"The Specification of Price in Studies of Consumer Demand Under Block Price Scheduling: Additional Empirical Evidence," **Land Economics**, August 1984.

"The Impact of Economics Trends on Higher Education Enrollment," **Growth and Change**, April 1984.

"Characterizing Economic Trends in Small, Resource Dependent Communities," **The Southwestern Review of Management and Economics**, Spring 1983 (with Con H Schallau).

"Urban Labor Markets: A Two-Sector Approach," **Growth and Change**, January 1977.

"Local Service Employment and City Size," **Land Economics**, November 1976.

"Aggregate Intersectoral Relationships in Urban Areas: A Study of Localized Employment for SMSAs," **Annals of Regional Science**, February 1974.

"Urban Employment Models: Estimation and Interpretation," **Land Economics**, May 1973.

"State and Regional Wage Differences," **Southern Economic Journal**, January 1972.

"Off-Farm Work: A Marginal Analysis," **Quarterly Journal of Economics**, August 1971 (with Peter MacDonald).

"Regional Labor Markets: A Simple Analysis," **Annals of Regional Science**, June 1970.

OTHER PUBLICATIONS

More than forty articles appearing in the **Montana Business Quarterly** since 1969.

Some Economic Impacts of the 1988 Fires in the Yellowstone Area. Research note INT-418, USDA Forest Service, Intermountain Forest and Range Experiment Station, Ogden, UT, 1993 (with Michael S. Yuan and Ervin G. Schuster).

Attitudes and Opinions about Environmental Quality, Bureau of Business and Economic Research, University of Montana, 1990 (with Susan Selig Wallwork, James T. Sylvester, and Mary L. Lenihan).

Attitudes and Opinions about the Forest Products Industry, Bureau of Business and Economic Research, University of Montana, 1988.

Montana's Coal Industry: Facing an Uncertain Future, Bureau of Business and Economic Research, University of Montana, 1984.

Considering Departures from Current Timber Harvesting Policies: Case Studies of Four Communities in the Pacific Northwest, Research Paper PNW-306, USDA-Forest Service, Pacific Northwest Range and Experiment Station, Portland, OR, 1983 (with Con H Schallau).

"Methodology for Estimating Employment Impact of a Change in Timber Input," in Charles E. Keegan III, **Montana's Forest Products Industry: A Descriptive Analysis,** Bureau of Business and Economic Research, University of Montana, 1980, pp. 63-68.

Montana Outdoor Recreation Survey, Bureau of Business and Economic Research, University of Montana, Missoula, MT, 1980 (with Susan Selig Wallwork and Mary L. Lenihan).

Housing Needs and Preferences: A Survey of Montana Households, Bureau of Business and Economic Research, University of Montana, Missoula, MT, 1979 (with Susan Selig Wallwork and Maxine C. Johnson).

Montana's Major Energy Transportation System: Current Conditions and Future Developments, Montana Energy Advisory Council, Helena, MT, 1976.

The Economic Importance of Montana Refineries and Projected Impacts of Curtailments in Canadian Imports, Montana Energy Advisory Council, Helena, MT, 1976.

Economic Importance of Tourism in Montana, Research Paper INT-171, USDA-Forest Service, Intermountain Forest and Range Experiment Station, Ogden, UT, 1974 (with Dennis Schweitzer).

Economic Report to the Governor of Montana, Bureau of Business and Economic Research, University of Montana, Missoula, MT, 1974 (with Maxine Johnson and Maurice Taylor).

Water Use and Coal Development in Eastern Montana, Bureau of Business and Economic Research, University of Montana, Missoula, MT, 1974.

"Employment in Montana 1960: Analysis by Industry and Occupation," **Staff Study of the Montana Economic Study**, Bureau of Business and Economic Research, University of Montana, Missoula, MT, 1970.

"Employment Trends in Montana: 1950-1960," **Staff Study of the Montana Economic Study**, Bureau of Business and Economic Research, University of Montana, Missoula, MT, 1970.

"Structural Determinants of Wage and Income Levels in Montana," **Staff Study of the Montana Economic Study**, Bureau of Business and Economic Research, University of Montana, Missoula, MT, 1970.

MEETINGS AND CONFERENCES

"Absolutely, Positively My Last Paper About Economic Base," presented at the Thirty-seventh Annual Meeting of the Western Regional Science Association, Monterey, CA, February 1998.

"Barro Growth Models vs. Economic Base: Which Work Best?" presented at the Thirty-sixth Annual Meeting of the Western Regional Science Association, Kamuela, HI, February 1997

"Local Economic Outlook Conferences: How To Do Them," presented at the annual meeting of the Association for University Business and Economic Research (AUBER), Boulder, CO, October 1995.

"Expanding the Utility of the Economic Base Model," presented at the Twenty-ninth Annual Meeting of the Western Regional Science Association, Molokai, HI, February 1990 (with Con H Schallau, Kent Connaughton, and James T. Sylvester).

"Transfer Payments and Property Income as Sources of Economic Growth in the Pacific Northwest," presented at the Twenty-first Annual Meeting of the Pacific Northwest Regional Economic Conference, Seattle, WA, May 1987. Reprinted in the Conference Proceedings (with Kent Connaughton, Con H Schallau, and James T. Sylvester).

"Regional Development: Theory and Policy," the President's Invited Panel, Twenty-sixth Annual Meeting of the Western Regional Science Association, Kona, HI, February 1987.

"The Role of Transfer Payments and Property Income in Economic Base Analysis," presented to the Twenty-sixth Annual Meeting of the Western Regional Science Association, Kona, HI, February 1987 (with Kent Connaughton, Con H Schallau, and James T. Sylvester).

"The Economic Outlook for Montana," presented at the Twentieth Annual Pacific Northwest Regional Economic Conference, Missoula, MT, May 1986.

"How Accurate are Forecasts Based on the Economic Base Model?," presented at the Twenty-fifth Annual Meeting of the Western Regional Science Association, Laguna Beach, CA, February 1986 (with Kent Connaughton, Con H Schallau, and James T. Sylvester).

"The Relationship Between Derivative and Basic Sectors in Timber Dependent Communities" presented at the Nineteenth Annual Pacific Northwest Regional Economics Conference, Portland, OR, May 1985 (with Kent Connaughton and Con H Schallau).

"A New Look at an Old Theory: The Economic Base," presented at the TwentyFourth Annual Meeting of the Western Regional Science Association, San Diego, CA, February 1985 (with Kent Connaughton and Con H Schallau).

"Conventional Wisdoms and Economic Planning in the Pacific Northwest," presented at the Eighteenth Annual Pacific Northwest Regional Economic Conference, Bellingham, WA, May 1983 (with Con H Schallau).

"Characterizing Economic Stability in Resource Dependent Communities," presented at the Twenty-Second Annual Meeting of the Western Regional Science Association, Honolulu, HI, February 1983 (with Con H Schallau).

"How to Win Friends, Influence People, and Sleep at Night While Using Economic Base Analysis," presented at the Nineteenth Annual Meeting of the Western Regional Science Association, Monterey, CA, February 1980.

"Impact Analysis in the Rural West," presented at the Annual Meeting of the Association of University Bureau of Economic Research (AUBER), Keystone, CO, October 1978.

"Economies and Diseconomies of City Size," presented at the Seventeenth Annual Meeting of the Western Regional Science Association, Sacramento, CA, February 1978.

"Impact Analysis with a Two-Sector Income Model," presented at the Sixteenth Annual Meeting of the Western Regional Science Association, Tucson, AZ, February 1977.

"Economic Growth and Local Government Costs," presented at Local Government; Problems and Prospects, a Symposium at University of Montana, Missoula, MT, November 1975.

"An Income Model for the State of Montana," presented at the Ninth Annual Pacific Northwest Regional Economics Conference, Spokane, WA, April 1975.

"Localized Employment in SMSAs," presented at the Twelfth Annual Meeting of the Western Regional Science Association, Monterey CA, February 1973.

"Short-Run Regional Models: Problems of Estimation and Interpretation," presented at the Eleventh Annual Meeting of the Western Regional Science Association, San Diego, CA, February 1972.

SERVICE TO THE UNIVERSITY

UM Strategic Planning Committee for Research
And Public Service
1997-1998

School of Business Administration Outreach Committee
1993-1998

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| Montana University System Enrollment Task Force (appointed by the Commissioner) | 1981-1983 |
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| Computer Users' Advisory Committee | 1979-1982 |
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| Research Advisory Council (Chair, 1979 - 1980) | 1977-1980 |
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| Academic Program Review to evaluate research and creative activity | 1977 |
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| University of Montana Accreditation Committee (appointed by the President) | 1976-1978 |
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| School of Business Administration Outreach Committee | 1976-1977 |
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| Graduate Council Committee to Evaluate Graduate Program in Economics (Chairman) | 1975-1976 |
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| Computer Users' Advisory Committee (Faculty Representative) | 1972-1973 |
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President's Computer Evaluation and Selection Committee (Chairman) 1971-1972

Ad Hoc Computer Committee (appointed by the Budget and Policy Committee of the Faculty Senate) Summer 1971

PROFESSIONAL HONORS

Board of Directors, Association for University Business and Economic Research (AUBER)

President, 1989-90, Western Regional Science Association

Board of Directors, Western Regional Science Association

Board of Directors, Pacific Northwest Regional Economics Association

Listed in Who's Who in the West

OTHER ACTIVITIES

Numerous presentations throughout Montana before a variety of groups and organizations concerning local economic conditions and the outlook for the future.

Featured speaker at the **Mountain States Regional Economic Outlook Conference**, Denver, CO, NM, September 1998.

Featured speaker at the **Mountain States Regional Economic Outlook Conference**, Denver, CO, NM, June 1996.

Program and facilities chair, **Twenty Ninth Annual Pacific Northwest Regional Economic Conference**, Missoula, MT, May 1995.

Program and facilities chair, **Twentieth Annual Pacific Northwest Regional Economic Conference**, Missoula, MT, May 1986.

Featured speaker at the **Mountain States Regional Economic Outlook Conference**, Albuquerque, NM, March 1983.

Featured speaker at the Workshop on Financing Structures and Availability of Capital, presented by the Western Governor's Policy Office (WESTPO), Denver, CO, August and September 1981.

Featured speaker at the Montana Economic Outlook Seminars, annual meeting since 1976.

Frequent interviews, featured guest, and information source for the Great Falls Tribune, the Billings Gazette, the Missoulian, the Montana Television Network, KECI-TV (Missoula), KPAX-TV (Missoula), KFBB-TV (Great Falls), KULR-TV (Billings), and other news media.

Montana Housing Board, a quasi-judicial board of the state of Montana charged with administering a statewide housing assistance program. Appointed by the Governor to a term expiring in January 1977.

Montana Future Process Task Force. A committee appointed by the Governor to design, implement, and evaluate economic models for Montana.

Biography of Paul E. Polzin

Professor Paul E. Polzin is Director of the Bureau of Business and Economic Research and a Professor in the Department of Management. Dr. Polzin has been at the University of Montana since 1968.

Professor Polzin grew up in Detroit, Michigan. He attended the University of Michigan and Michigan State University. He was granted a Ph.D. in Economics by Michigan State University in 1968.

Professor Polzin has extensively studied the Montana economy during the past thirty years. He has published numerous studies of the long-term and short-term economic trends in Montana, and for certain areas within the state. He has also made economic projections for the future. Each year, Professor Polzin is a featured speaker at the Montana Economic Outlook Seminars, which are presented at various locations throughout the state. He is frequently quoted by newspapers and television and radio stations.

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e-mail: daphne.herling@business.umt.edu

- ◆ Proven ability to build and maintain state-wide networks
- ◆ Proven ability to conduct focus groups & informant interviews
- ◆ Proven fundraising and grant writing skills
- ◆ Highly developed interpersonal and communication skills
- ◆ Skilled in needs assessment and policy analysis
- ◆ Demonstrated capability in management and team leadership

PROFESSIONAL EXPERIENCE

COALITION DEVELOPMENT AND GROUP FACILITATION

- ◆ Built statewide disability coalition of seven local chapters and over 350 members.
- ◆ Formed statewide coalition of low-income persons to address issues of hunger and poverty.
- ◆ Developed local coalitions in urban, suburban and rural areas to address issues of hunger and poverty.
- ◆ Conducted focus groups and key informant interviews as part of survey research projects.
- ◆ Initiated groups to conduct public education projects.
- ◆ Created statewide leadership strategy team.

MANAGEMENT AND PROGRAM DESIGN

- ◆ Developed and received funding for federal and foundation grants for advocacy work.
- ◆ Managed statewide grants program for direct food assistance providers.
- ◆ Designed and managed statewide self-sufficiency grants program.
- ◆ Designed and implemented citywide emergency food distribution program.
- ◆ Directed the hiring, training and supervision of program staff.
- ◆ Supervised Master of Social Work advanced level students.

COMMUNICATION AND TRAINING

- ◆ Facilitated numerous leadership development trainings.
- ◆ Trained groups and individuals in power analysis, understanding the political process, conducting public meetings, relationship building.
- ◆ Trained diverse individuals to lobby federal, state and local elected representatives.
- ◆ Prepared low-income and disabled individuals to testify and advocate on their own behalf.
- ◆ Represented organization on numerous task forces, groups and coalitions.
- ◆ Organized and ran statewide conferences.
- ◆ Conducted outreach campaigns to gather quantitative and qualitative research.

EDUCATION AND TRAINING

- ◆ Bachelor of Arts, University of Maryland, 1988. Social Work and Political Science.
- ◆ Master of Social Work, University of Maryland, 1991.
- ◆ Industrial Areas Foundation, 1993.

EMPLOYMENT HISTORY

2004 – present: Director of Development & Community Reserach, Montana KIDS COUNT, Missoula, Montana
2001 – 2003: Director of Foundation & Corporate Grants, Rocky Mountain Elk Foundation, Missoula, Montana
1998 – 2001: Access Coordinator, Disability Services for Students, University of Montana
1996 - 1998: Executive Director, Coalition of Montanans Concerned with Disabilities, Missoula, Montana.
1992 - 1995: Director of Community Organizing, Maryland Food Committee, Baltimore, MD.
1990 - 1992: Coalition Development Director and Director of Direct Services, Maryland Food Committee
1987 - 1990: Regional Organizer, Maryland Food Committee
1975 - 1985: Developed and managed horse training and teaching business. Successful competitor at the national level. Hanover, Pennsylvania.
1969 - 1971: Advertising Account Executive for J. Walter Thompson, Manila, Philippines.

RECENT PRESENTATIONS AND SELECT COMMUNITY ACTIONS

- ◆ Presenter, Land Trust Alliance Rally 2002, Austin, TX 2002
- ◆ Trainer, Rocky Mountain Elk Foundation field staff, Missoula, MT, 2001 - 2002
- ◆ Trainer, Summit Independent Living Center, Missoula, MT 1997- 1999
- ◆ Attended regional and national conferences on mental health managed care, 1997 -1998
- ◆ Presenter and Trainer, Share Our Strength National Conference, Washington, D.C., 1995
- ◆ Presenter and Trainer, Maryland Low-Income Housing Conference, Westminster, MD, 1995
- ◆ Trainer, Vista Volunteers, Western Maryland Interfaith Housing Coalition. 1995
- ◆ Trainer, Community Action Agency of Montgomery County, Maryland, 1994-1995
- ◆ Presenter and trainer, Florida Anti-Hunger Symposium, Jacksonville, 1994

COMMUNITY INVOLVEMENT

- ◆ Council member of Montana Wilderness Association
- ◆ Member of Capital Campaign Committee of Missoula Humane Society
- ◆ Tutor in self-paced audiovisual program for low-income persons returning to the work force.
- ◆ Chair of Program Committee, Parent's Association of Hanover YMCA Swim Team.
- ◆ Regional Coordinator, Bread for the World, Maryland 3rd Congressional District.
- ◆ Vestry Member, Chair of Critical Social Issues Committee and Adult Education Committee, Church of the Redeemer, Towson, Maryland.
- ◆ Member of Racial Justice Committee, Clergy and Laity Concerned, Baltimore, Maryland.

References Available on Request

JOHN D. BALDRIDGE
103 Woodworth Avenue
Missoula, Montana 59801
(406) 721-9836

EDUCATION **University of Chicago**
M.A., Public Policy Studies, Irving B. Harris Graduate School of Public
Policy Studies, June 1992
Area of Concentration: Urban Political Economy

Simpson College (Iowa)
B.A., Political Science, Magna cum Laude, May 1990

PROFESSIONAL EXPERIENCE

Proposal Writing/
Survey Research &
Analysis **The University of Montana-Missoula, Bureau of Business and Economic Research,
Director of Survey Development (January 1999 to present)**
Develop marketing plan for Bureau survey research. Conduct focus groups and
worldwide web surveys. Win research contracts and grants for the Bureau. Develop
questionnaires and plan research. Conduct research and policy analysis. Write research
reports and scholarly journal articles. Make presentations to clients, interested
organizations, and gatherings of scholars.

Policy Analysis/
Writing **City of Missoula, Missoula Measures (Contract, March 1998 to January 1999)**
Research, draft, and publish document of economic indicators for use by policy makers
and public. Analyze local and regional economy. Interview key regional policy makers,
determine appropriate indicators for publication.

Policy Analysis/
Survey Research/
Management **Gambling Study Commission, State of Montana (Contract, November 1997 to
September 1998)**
Planned study. Negotiated with client on study design. Designed questionnaires for the
Survey of Montana Gambling Establishments, Survey of Gamblers Anonymous
Members, and Inpatient Gambling Treatment Center Census. Trained interviewers on
questionnaire administration. Coordinated data collection. Coordinated work elements
among study team. Reviewed data quality and prepared data sets for analysis.
Presented progress reports to client. Analyzed data. Co-author of final report to the
Commission.

Market Research/
Questionnaire Design **Montana Power Company (Contract, September 1997 to present)**
Consulted with client to design questionnaire, trained interviewers on questionnaire
administration, verified Computer-Assisted Telephone Interviewing programming of
questionnaire.

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| Policy Analysis/ Survey Research/ Management | Department of Transportation, State of Montana, Public Involvement Survey (May to August 1997) Principal Investigator for the 1997 Montana Public Involvement Survey. Designed, managed, and analyzed survey. Authored proposal that won contract away from firm which conducted 1994 baseline survey. Drafted and managed study budget. Designed questionnaire and sample in consultation with MDT staff. Trained subcontractor interviewers. Supervised field test. Conducted extensive statistical analysis of data collected. Authored two-volume <u>1997 Montana Public Involvement Survey Final Report</u> . |
| Policy Analysis/ Project Management | City of Missoula, Coordinator (Contract, September 1996 to April 1997) Managed planning to establish and implement neighborhood councils in Missoula. Examined models of neighborhood participation, studied public perceptions of neighborhood, mapped neighborhoods in Missoula, evaluated City of Missoula's Early Notification System. Facilitated the deliberation of eleven committee members appointed by the City Council. Administered a survey of interested citizens. Managed communication between the committee and the City Council. Coordinated public meetings. Coordinated production of committee's final report. Drafted a budget for neighborhood councils, and drafted an ordinance enacting neighborhood councils. |
| Local Government Policy Analysis | City of Missoula, Missoula Valley Fire Service Integration Project (October 1996 to December 1996, 12 week contract) Provided senior city policy-makers information needed to recommend and negotiate measures to more closely integrate fire protection in the Missoula Valley. Summarize current fire protection capabilities of six regional departments. Summarized current service costs, and tax revenue generated. Utilized transportation analysis zone-based population projections to predict future regional fire protection requirements. Used geo-coded, taxable revenue data to project revenue for future urban fire district. Collaborated with GIS professionals to plot future urban fire district and future new fire station locations. Collaborated with firefighters, city engineering and finance department staff. |
| Policy Analysis/ Project Management | City of Missoula, Coordinator (March 1995 to June 1996, fifteen month contract) Planned and managed constitutionally mandated study of the performance of Missoula's city government. Facilitated the productive deliberation of seven elected commissioners. Developed, implemented, and analyzed a study of 60 peer cities. Developed and analyzed a survey of Missoula's citizens administered by the University of Montana's Bureau of Business and Economic Research. Coordinated production of commission's final report and led the effort to draft a new charter for Missoula. Produced print, radio, and television advertising. Achieved voter approval of the charter and all recommended sub-options on June 4, 1996. |
| Writing/ Analysis/ Data Processing | National Opinion Research Center, Consultant (January 1995 to August 1995) Co-authored the <u>Second Follow-Up Sample Design Report</u> of the National Education Longitudinal Study of 1988. Analyzed the components of total survey error and made recommendations for corrective action to senior staff and to the U.S. Department of Education. Assessed data collected and implemented corrections, prepared data files for delivery to the Carolina Population Center of the University of North Carolina at Chapel |

Hill for the Prospective Longitudinal Study of Adolescent Health.

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| Policy Analysis/ Project Coordination | <p>Office of the Commissioner of Higher Education, Montana University System, School-to-Work Research Associate (April 1994 to January 1995, nine month contract, grant-funded position)</p> <p>Conducted policy research and analysis required to design Montana's School-to-Work Opportunities System. Planned, implemented, and analyzed statewide surveys of high school principals, college/university chief executives, and business owners/human resource directors. Conducted assessment of federal and state child labor laws, and state workers' compensation policy. Analyzed school-to-work legislation, governance structures and funding mechanisms from ten states. Drafted school-to-work legislation. Helped to manage grant development/reporting activities. Developed a request for proposals (RFP) for sub-grants to schools and social service agencies statewide.</p> |
| University- Level Teaching | <p>University of Montana, Missoula, Instructor, Policy Analysis (Summer 1994)</p> <p>Required course (POSC 503) in the Master of Administrative Science program. The course is a survey of formal social science models with which analysts examine, draft, or evaluate policy, requiring that students apply theory to conduct public policy analysis.</p> |
| Writing/ Analysis/ Data Processing | <p>National Opinion Research Center (October 1990 to April 1994)</p> <p>Assistant Survey Director II (April 1993 to April 1994). Co-authored two data file user's manuals for the second follow-up of the National Education Longitudinal Study of 1988 (NELS:88). Analyzed data quality and implemented corrective action for six surveys conducted in the NELS:88 second follow-up. Reported on data quality to the U.S. Department of Education.</p> |
| Supervision/ Management | <p>Assistant Survey Director I (March 1992 to April 1993). Supervised 18 employees in the preparation and mailing of over 30,000 NELS:88 parent questionnaire packets. Developed mail shop training manual. Co-authored the Telephone Interviewer Procedures Manual. Conducted 3 day training sessions for 120 telephone interviewers. Supervised a research assistant and temporary clerical staff.</p> |
| Policy- Relevant Research | <p>Research Assistant (June 1991 to March 1992). Analyzed U.S. Census Bureau data and reviewed literature for the Director's speech at the NORC-Smithsonian Institution Symposium on Social Indicators, Washington, D.C., April 1992. Reviewed literature on sensitive questions for the National Health and Social Life Survey.</p> <p>Library Assistant (October 1990 to June 1991). Conducted extensive literature search for the <u>NORC Bibliography of Publications 1941-1991: A Fifty Year Cumulation</u>.</p> |
| Financial/ Grant Administration | <p>NORC Intern (Summer 1991). Developed and monitored the budget of the 53rd Street Study, an evaluation of police/community relations funded by a grant from the Eisenhower Foundation. Negotiated budgetary matters with the client, responsible for client relations.</p> |

Leadership/
Planning/
Administration

U.S. Army Reserve (July 1985 to present)

Command Sergeant Major (Designee) (April 2004 to present). Senior enlisted advisor to 379th Engineer Battalion Commander. Responsible for individual training of 150 enlisted soldiers based in Missoula, MT. Keeper of the traditions of the U.S. Army within the Battalion. Responsible for good order and discipline of soldiers in the Battalion. Promotion effective 18 July 2005.

Master Sergeant (February 2003 to April 2004). Lead 51 soldiers in Iraq during Operation Iraqi Freedom, brought every soldier home safely. Introduced sound management processes into a command and control unit that supplied up to 42,000 United States and coalition soldiers with all types of supplies and services. Tracked over 2,000 missions in the logistics battle for all of southern Iraq. Participated in the first Iraqi Governing Council meeting at Ur. Participated in negotiations that led to successful logistics support agreements with militaries from Korea, Netherlands, Italy, United Kingdom, and the 25-nation Multi-national Division Central South (MND-CS) led by Poland. Significantly improved logistical operations of MND-CS.

First Sergeant (September 1999 to February 2003). Lead 59 soldiers. Supervise rigorous training of enlisted soldiers. Supervise provision of food, clothing, shelter, and supplies for all soldiers in unit. Supervise administration of soldiers' pay and benefits. Responsible for in excess of \$1,000,000 worth of government property.

Logistics Operations Non-Commissioned Officer (September 1993 to September 1999). Track logistics status and supply use during battle. Provide supply and maintenance support to up to 20,000 soldiers in high intensity combat. Provide command staff with consumption reports and forecasts, supervise and train clerical staff. Provide command staff with plans to support combat operations, including estimates of optimum use of personnel and equipment, and optimum support base locations.

Transportation Operations Administrative Supervisor (September 1990 to September 1993). Responsible for support of planning and operations for a transportation unit capable of supporting 60,000 soldiers in high-intensity combat. Assisted in supply route planning, analyzed and monitored air/sea/land vehicle and route traffic and capabilities for U.S. Army Europe (NATO). Assessed road, tunnel, bridge, rail, railhead, river (barge), airstrip, and port capabilities of countries in southern, central, and eastern Europe for U.S. Army Europe (NATO).

Training Sergeant (August 1988 to September 1990). Planned, conducted, and evaluated training for a 200 bed U.S. Army Reserve Station Hospital.

PUBLICATIONS

Ingels, S., and J. Baldridge. (1995). Technical Report: Guide to Longitudinal Analysis of the National Education Longitudinal Study of 1988. Washington, D.C.: U.S. Department of Education, Office of Educational Research and Improvement. NCES 95-05.

Ingels, S., Dowd, K., Baldridge, J., Stipe, J., Bartot, V., and Frankel, M. (1994). National Education Longitudinal Study of 1988 Second Follow-Up: Student Component Data File User's Manual. Washington, D.C.: U.S. Department of Education, Office of Educational Research and Improvement. NCES 94-374.

Ingels, S., Dowd, K., Stipe, J., Baldridge, J., Bartot, V., and Frankel, M. (1994). National Education Longitudinal Study of 1988 Second Follow-Up: Dropout Component Data File User's Manual. Washington, D.C.: U.S. Department of Education, Office of Educational Research and Improvement. NCES 94-375.

Karas, J., and Baldridge, J. (1995). School-to-Work: A New System of Education and Training. In Public Education Policy Issues in Montana. Hitz, R., and Chambers, K., eds. Bozeman, MT: Burton Wheeler Center.

Polzin, P., Baldridge, J., Doyle, D., Sylvester, J., Volberg, R., and Moore, W. (1998). From Convenience Stores to Casinos: Gambling Montana-Style. In Montana Business Quarterly. Polzin, P. and Jahrig, S. eds. Missoula, MT: Bureau of Business and Economic Research. Winter, 1998, pp. 2-14.

Shook, Steven, Yun Zhang, Rosemarie Braden and John Baldridge. (2002). The Use of e-Business in the Pacific Northwest Secondary Forest Products Industry. Forest Products Journal. 52(1):59-66.

Volberg, R., Gerstein, D., Christiansen, E., and Baldridge, J. (2001). Assessing Self-Reported Expenditures on Gambling. In Managerial and Decision Economics. Grinols, E. and Mustard, D. eds. New York, NY: John Wiley & Sons, Ltd.

SPECIAL SKILLS

Extensive experience in DOS, Windows, Macintosh, and UNIX computing environments. Proficient with word processing, spreadsheets, and database software packages. Extensive experience with SAS, SPSS, MINITAB, and STATA statistical software packages. Some mainframe computing experience.

HONORS

U.S. Army Reserve: The Bronze Star Medal, Army Commendation Medal w/2 Oak Leaf Clusters, Army Achievement Medal with four Oak Leaf Clusters; Global War on Terrorism Expeditionary Medal, Army Primary Leadership Development Course Honor Graduate; Superior Rating, Army Advanced Noncommissioned Officer's Course.

Simpson College: Omicron Delta Kappa, National Leadership Honor Society; Alpha Delta Lambda, National Continuing Students Honor Society.